THE Maple Leaf / LA Feuille d'érable

April 2015, Volume 18, Number 4

Keeping the Defence Team informed

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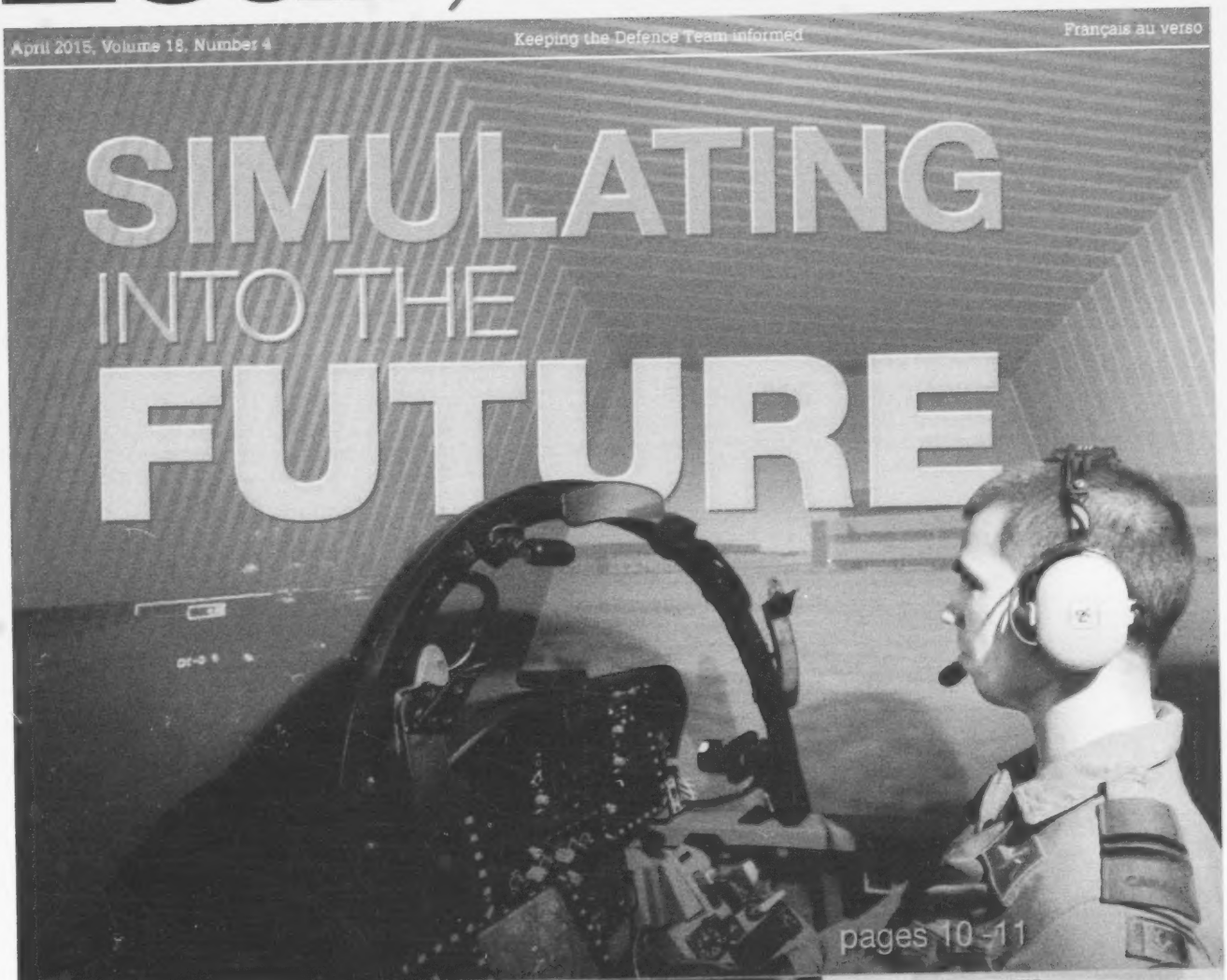

SIMULATING INTO THE FUTURE

pages 10 -11

WOMEN IN DEFENCE

page 2

OP IMPACT UPDATE

page 4

THE INNOVATORS

STREAMLINING A PROCESS

page 8

National Defence / Défense nationale

Canada

PHOTO: Cpl Meaghan Gratton

RAdm Jennifer Bennett and Capt Catherine Cote speak with Dr. Kellie Leitch, Minister of Labour and Minister for the Status of Women, at International Women's Day in Ottawa, Ont.

WOMEN IN DEFENCE: INFLUENCING THE FUTURE

Around the world, International Women's Day (IWD) is an opportunity to celebrate the achievements of women, to call for greater equality and to reflect on the challenges and barriers that remain. Themes such as "Empowering Women Empowering Humanity: Picture It!" and "Make It Happen", help women see potential well beyond the annual March 8 celebration.

Women in Defence champion Rear-Admiral Jennifer Bennett, who hosted the National Defence IWD event on March 11 in Ottawa, walks the talk as she has the unique position of also being a member of the group she champions. Having lived through many of the same challenges in her career, some women feel more comfortable bringing issues forward to someone in whom they see themselves.

"It's a day for us to promote our accomplishments in the advancement of women," said RAdm Bennett. "I have the opportunity to influence and guide, as well as lead change across this institution on your behalf. I provide a strong voice for the female workforce, and continue to promote diversity throughout this organization."

CANADA IS A LEADER

RAdm Bennett says the work she does isn't done in isolation. It is the women across Canada, the Public Service, and the Defence Team who serve as examples on the world stage.

"Canada is the leader, because of the CAF's model of how we've transitioned from women employed predominately in support roles to women being integrated in combat roles."

IWD event guest speaker, Minister of Labour and Minister of Status of Women Dr. Kellie Leitch, reiterated this message. She said there are an increasing number of women in fields such as medicine, law and in leadership roles, but there is still work to do.

"We need to have someone to champion young women," said Minister Leitch. "I ask you all to step up and be a champion, because that contribution to the young women across the country will have a resounding impact on the fabric of this country for decades to come."

INSPIRING CHANGE

RAdm Bennett uses not only the IWD event, but also the Defence Women Advisory Group to help showcase women of the Defence Team. This year's theme, *Be the Change*, was selected to inspire participants of the larger Defence Team to not only think of change in terms of things such as Defence Renewal or change at work, but more about influencing, engaging and looking for opportunities they can champion or help initiate change.

"We can showcase organizations that people can join or step up to be engaged with that will allow them to think and attack issues or problems from another way and inspire change," said RAdm Bennett.

Both Minister Leitch and RAdm Bennett spoke about parents mentoring and championing young women with their future goals – and it all can start by changing dinner table conversation.

"It's about looking at opportunities and possibilities," said RAdm Bennett. "As opposed to thinking we need to change things such as this type of equipment so it fits women better, or changing uniforms. It's about having a larger impact and influence as we look toward recruiting and retention. It's about influencing and engaging the next generation of leaders of the Defence Team."

IWD is celebrated on March 8 every year, with the first International Women's Day held in 1911. Thousands of events occur to mark the economic, political and social achievements of women. Organizations, governments, charities, educational institutions, women's groups, corporations and the media around the world celebrate the day and women's accomplishments.

REMEMBERING SERGEANT ANDREW DOIRON

Canadian Armed Forces soldier, Sergeant Andrew Doiron, was tragically killed March 6 in Iraq due to a friendly fire incident. Members of the Special Operations Forces were mistakenly engaged by Iraqi Kurdish forces following their return to an observation post behind the front lines.

Sgt Doiron, from the Canadian Special Operations Regiment based at Garrison Petawawa, was killed and three other members were injured in the incident.

"It is with profound sadness that I have learned of the death of Sgt Andrew Joseph Doiron in Iraq. We have lost another invaluable member of our family. His sacrifice will not be forgotten. Our thoughts and prayers are with his family and friends. I am grateful for his service and dedication. He will be missed," said General Tom Lawson, Chief of the Defence Staff.

Members of CANSOFCOM are in Iraq to participate in Operation IMPACT, the Canadian government's efforts to provide assistance to Iraqi forces as they face threats posed by the extremist militant group ISIL (the Islamic State of Iraq and Levant).

ERRATUM The cover photo on the March issue of *The Maple Leaf* (Vol. 18, No. 3) was incorrectly identified the aircraft as a CC-130J in Kuwait on Op IMPACT. The aircraft in this photo is not a CC-130J, but a different variant from another nation in Kuwait.

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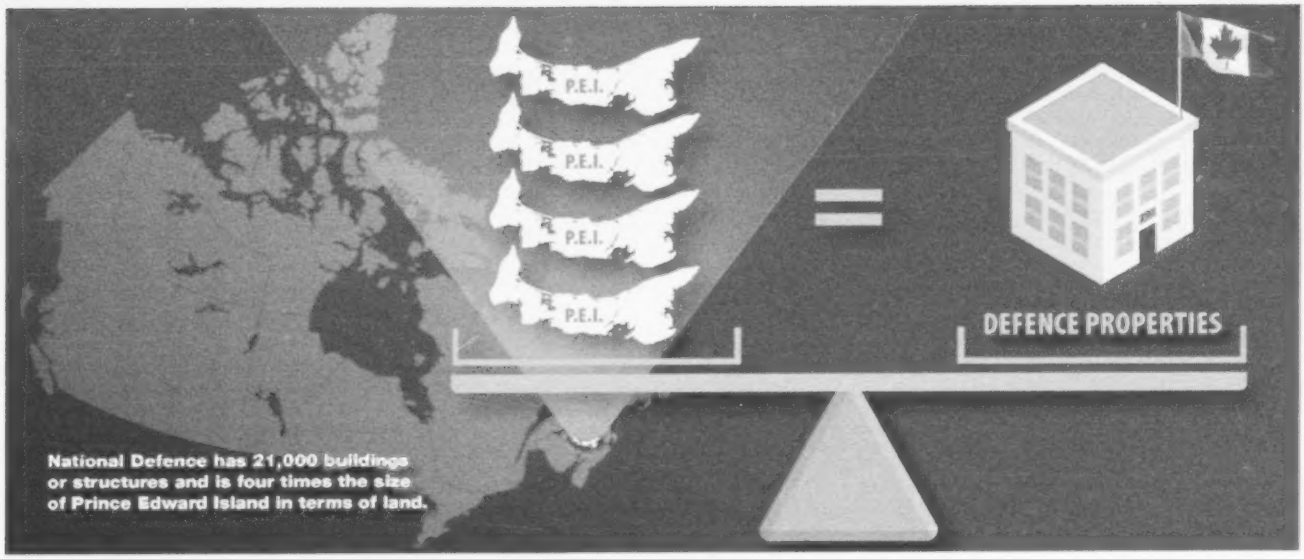
COVER:

A student "flies" a CC-130 Hercules simulator.

PHOTO: DND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DEFENCE PROPERTIES
National Defence has 21,000 buildings or structures and is four times the size of Prince Edward Island in terms of land.

ADM(IE) BECOMING DEFENCE'S REAL PROPERTY CUSTODIAN

This month, the Leadership Spotlight is shining a light on Jaime Pitfield, Assistant Deputy Minister (Infrastructure and Environment). Mr. Pitfield provides a glimpse into the world of infrastructure and environment and the broad spectrum that encompasses. ADM(IE) is embarking on an exciting time where many new changes are being implemented.

Q: There are a lot of changes underway within ADM(IE). How would you explain these to someone who is new to the department and hearing about them for the very first time?

A: In the past, the Army, Navy and Air Force ran their own infrastructure. They were responsible to plan it and to take care of it, to build new and take down old, as well as a number of L1s who had a piece of the real property for National Defence. What we are doing now is, year by year, pieces of that are being transferred to ADM(IE) such that by 2016, ADM(IE) will be the real property custodian for the department.

At the end of the day, this is all about supporting operations. So, we want to improve the state of our infrastructure, which is very good but has a long way to go. National Defence has 21,000 buildings or structures and is four times the size of Prince Edward Island in terms of land. We don't operate office buildings. We operate jetties, ramps, airfields, and northern ports. So, this infrastructure is big, it's heavy and it's expensive. We want to deliver better infrastructure. We want to work within our budgets, but we need infrastructure that works to support the Forces.

Q: What have been some of the challenges so far?

A: Well, there are big "people" challenges. We are transferring budgets. We are transferring custody of assets. We are changing how things are being done. So, from a people-person point of view, people generally don't like change, and so, working with our colleagues outside of ADM(IE), it is very important that we do this together. Happily, we have been able to pull that off. It is going very well so far.

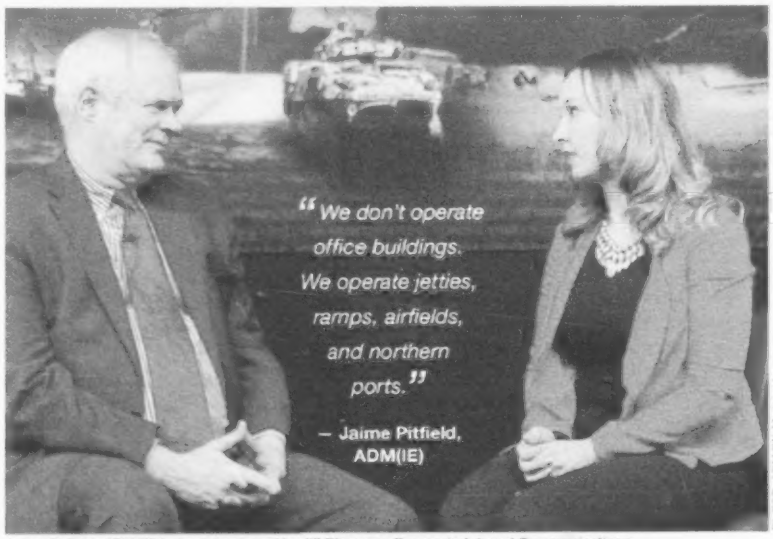


PHOTO: ADM(IE) Media

Jaime Pitfield, ADM(IE) being interviewed by Jill Claessen, Corporate Internal Communications.

Q: What have been some of the successes thus far?

A: Well, our first success was interoperating capability. That was April 1, 2014. That was really the first step towards a year of change. Lots of planning had been done beforehand, but over the last year we have set up Real Property Operations, which is a military command under Colonel Darlene Quinn. She has been busily working across the country setting up the structure for regional offices to essentially deliver real property services after 2016. She has achieved this by working with her military colleagues. In addition, she has led the negotiations for what will be transferred in terms of money and in terms of people from the environments, the three environments, and the other L1s to ADM(IE). All of this hits the ground at full operating capability (FOC) April 1, 2016, which is only a year from now.

In the meantime, in April, the Royal Canadian Navy will transfer all of their infrastructure to ADM(IE). This is the first significant piece of infrastructure that we will be dealing with.

Q: What role can members of the Defence Team play in contributing to this?

A: The most important thing would be to be engaged and to be shoulder-to-shoulder in this. We have gone through a number of negotiations with other organizations within National Defence. I think probably the best example of real senior leadership has been coming out of the discussions that we have had with the Royal Canadian Navy where, the commander and the second in command of the Navy, they have put out the word that it is important that we get this done well, properly, fast, and that we get it right.

So, at the end of the day, what we have managed to accomplish through the Inter-Capability Component Transfer process with the Navy has been really good. I hope that we will be able to use that as a model for the Air Force and for the Army, which come next year.

Within ADM(IE), it is important that we work through this together and that we hang on because times of big change are unsettling.

To watch the video interview with Mr. Pitfield, visit the Defence Team site: dt-ed.mil.calnews-nouvellest article-eng.asp?id=794.

Extension and Expansion of Op IMPACT

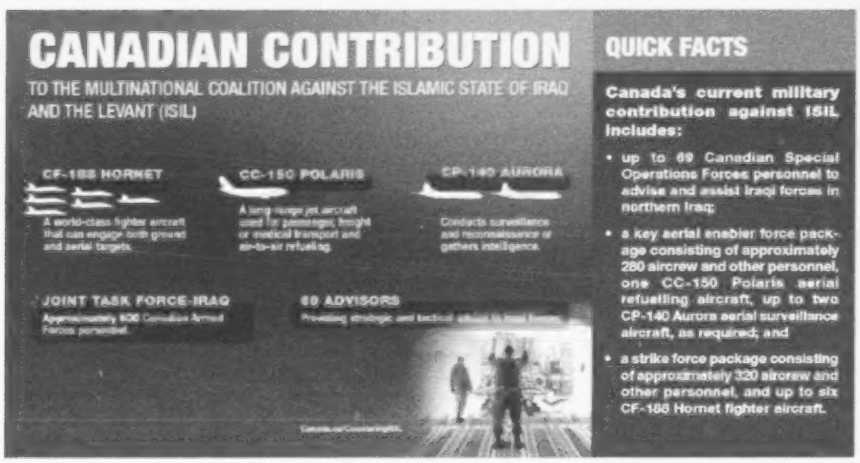
Prime Minister Stephen Harper announced on March 30 that the House of Commons passed a motion to extend and expand Operation IMPACT, Canada's military mission against the so-called Islamic State of Iraq and the Levant (ISIL), for up to 12 months until March 30, 2016.

As a result of ISIL's specific threats against Canada and Canadians, Canada has worked closely for the past six months as part of a broad international Coalition, composed of over 60 countries and including our closest allies, to help degrade and disrupt ISIL's ability to inflict harm.

While the Coalition has succeeded in stopping ISIL's territorial spread, the global threat that ISIL poses remains. In particular, ISIL continues to promote terrorism in Canada as well as against Canada's allies and partners, and cannot have a safe haven in Syria.

Op IMPACT will remain focused on targeting ISIL from the air and advising and assisting Iraqi Forces to fight ISIL more effectively on the ground. This mission by the Canadian Armed Forces is complemented by significant humanitarian aid to alleviate the suffering this terrorist group is inflicting on innocent civilians – including women, children and vulnerable religious and ethnic minorities.

"On behalf of all Canadians, I offer our nation's profound gratitude and unequivocal support to all members of the Canadian Armed Forces engaged in Operation IMPACT and to their families. We are honoured by their service, sacrifice and bravery," stated Prime Minister Harper.


CANADIAN CONTRIBUTION
TO THE MULTINATIONAL COALITION AGAINST THE ISLAMIC STATE OF IRAQ AND THE LEVANT (ISIL)
CF-188 HORNET
A world-class fighter aircraft that can engage both ground and aerial targets.
CC-150 POLARIS
A long-range jet aircraft used for passenger, freight or medical transport and air-to-air refueling.
CP-140 AURORA
Conducts surveillance and reconnaissance or gathers intelligence.
JOINT TASK FORCE-IRAQ
Approximately 600 Canadian Armed Forces personnel.
69 ADVISORS
Providing strategic and tactical advice to Iraqi forces.
QUICK FACTS
Canada's current military contribution against ISIL includes:
• up to 69 Canadian Special Operations Forces personnel to advise and assist Iraqi forces in northern Iraq;
• a key aerial enabler force package consisting of approximately 280 aircrew and other personnel, one CC-150 Polaris aerial refuelling aircraft, up to two CP-140 Aurora aerial surveillance aircraft, as required; and
• a strike force package consisting of approximately 320 aircrew and other personnel, and up to six CF-188 Hornet fighter aircraft.

CAF A NATURAL FIT FOR UN MISSION IN THE CONGO

Canadian Army soldiers' language abilities and cultural sensitivity make them a natural fit for the United Nations' largest current peacekeeping mission in the Democratic Republic of the Congo (DRC), according to Lieutenant-Colonel Jason Galuga, Senior Liaison Officer to the Forces Armées de la République Démocratique du Congo (FARDC), the army of the DRC government.

LCol Galuga recently finished a deployment with Operation CROCODILE, Canada's military contribution to the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, better known as MONUSCO (Mission de l'Organisation des Nations Unies pour la stabilisation en République democratique du Congo).

"My role, and all the tasks which that includes, is to facilitate information flow between the MONUSCO international UN forces and the Congolese army. That includes facilitating joint planning, answering information requests, setting up meetings and being MONUSCO's representative to the FARDC," said LCol Galuga, whose home unit is Canadian Army Headquarters, Directorate of Land Requirements.

MONUSCO's mandate is to monitor implementation of the arms embargo imposed by the UN in November of 2009 and to seize and collect materials that violate the ban. The mandate also includes providing technical and logistical support to national and local elections if asked by DRC authorities.

PEACEKEEPING BRIDGES CULTURAL DIVIDES

The Canadian group is known as Task Force DRC. According to LCol Galuga, the experience Canadians have gained over the years from peacekeeping operations in places like Bosnia and counter-insurgency in Afghanistan translates to the type of training that helps bridge cultural divides.

"Canadians are in short supply here. Having military officers with the level of training that we do and the almost native ability to speak both English and French is a real asset here in the Congo. Specifically, because the working language of MONUSCO is English and the working language of the country is French, we're a natural fit."

A veteran of Bosnia, as well as Afghanistan where he served as officer commanding 42 Engineer Squadron with the 2nd Battalion, The Royal Canadian Regiment Battle Group, LCol Galuga still faced a certain amount of culture shock in the DRC.

"I think one of the hardships of the mission is just to be able to get by on limited food stocks or selections. It's not incredibly hot here all the time, but it certainly is from a Canadian perspective. There's crime and the potential for violence is always there, so that's always a challenge," he said.

Looking back at his time in the DRC, LCol Galuga said, "Especially in concert with the FARDC, we have certainly dislocated a few armed groups that exist here in the country and in the province. In doing so – and by keeping a pressure on those armed groups – this helps protect the civilians of the villages and regions within the province."

AFGHANISTAN MEMORIAL VIGIL FINISHES CROSS-COUNTRY TOUR

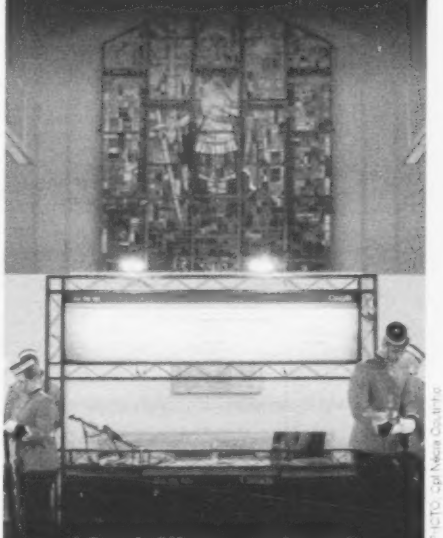


PHOTO: Cpl Nicole Guthrie

A Guard of Honour stands watch at the Afghanistan Memorial Vigil commemorative ceremony held at the RMC of Saint-Jean, Saint-Jean-sur-Richelieu Québec, March 10.

The Afghanistan Memorial Vigil commemorating Canadian soldiers' fallen comrades made its final cross-country stops at the Royal Military College of Canada (RMCC) Kingston, as well as the RMC Saint-Jean-sur-Richelieu, Quebec, before it is placed at its permanent location in Ottawa.

The cross-country commemorations have provided Canadians an opportunity to salute the fallen, honour currently serving members and veterans, and celebrate the strength of Canada's remarkable military families.

"The Afghanistan Memorial Vigil honours Canadians who fell in the defence of our country against global terrorism. It is especially poignant for the Memorial to be displayed at Royal Military College, where four of the fallen did their officer training. We will remember them," said Defence Minister, Jason Kenney.

The Vigil displays 192 plaques that were formerly part of the Kandahar Air Field Cenotaph. The cenotaph was a memorial structure for Canadian soldiers to commemorate their fallen comrades while deployed in Afghanistan on Operations ATHENA and ATTENTION.

More than 40,000 CAF members deployed to Afghanistan, making the military engagement the largest deployment of CAF personnel since the Second World War.

The Vigil first travelled to Kingston in May 2014, as it began a series of visits to major Canadian cities and CAF bases across the country, and to Washington, D.C.

GUERRIER NORDIQUE

SPRING BREAK in the Cold

Have you ever considered spending a week in a tent or a makeshift shelter at -30°C? If you have, you would be right at home in the Arctic Response Company Group (ARCG). Every year, reservists from 35 Canadian Brigade Group (CBG) and 34 CBG, who are mostly students, don winter boots for deployment to the North during spring break.

The intention was to create a rapid deployment force in the Primary Reserve to deal with potential challenges in the North, such as air or marine accidents. An ARCG planning guide was consequently published in March 2008, outlining the mandate and funding of the four ARCGs that were to be set up, one in each Land Force Area – now divisions of the Canadian Army.

"We live in a northern country and should be able to deploy military forces to the Far North capable of surviving and conducting all types of operations," said Lieutenant-Colonel Jonathan Chouinard, Voltigeurs de Québec commanding officer and Exercise GUERRIER NORDIQUE commander.

One of the ARCG's most interesting aspects is its ease of deployment and sustainment. In the Far North, resources are exceedingly limited. When a 150-person-strong ARCG is deployed, it cannot rely on the resources of a village of 200 people. It has to be easy to deploy and reliant on nothing but its own resources to accomplish its missions.

Members of the ARCG and the Vermont Army National Guard, 86th Infantry Brigade Combat Team (Mountain), deployed in the Laurentians Wildlife Reserve during training.

PHOTOS: MCpl Valérie Villeneuve

Snowmobilers from the ARCG participate in search and rescue operations.

NORTHERN QUEBEC DEPLOYMENT

This year, the ARCG deployed to northern Quebec in the vicinity of Jacques-Cartier National Park to put its skill sets into practice during EX GUERRIER NORDIQUE 2015.

Major Stéphane Dery, ARCG CO, pointed out, "While it may seem strange to see the ARCG deployed so close to the city, the skills required to survive in tents and carry out missions here are much the same as in the North. When it's minus 30, whether you're in Valcartier, close to Jacques Cartier National Park, or in Kuujjuaq, the living conditions and the techniques, tactics and procedures are the same."

The ARCG mandate goes to 34 CBG next year. This transition will allow Arctic operations capability to be developed in the 2nd Canadian Division. The experience acquired and lessons learned by 35 CBG in these past years are invaluable. The ARCG's efforts in terms of equipment, long-term planning and interpersonal interactions have been vital to its success and should ensure a quick transition and buildup for the ARCG in its new formation.

SHARING CANADIAN EXPERTISE IN THE CARIBBEAN

Canada's experience and expertise in the delivery of humanitarian assistance was shared with Mexico and other nations during Exercise READY RENAISSANCE 2015 in February. The exercise was held in Kingston, Jamaica and focussed on a Canadian Armed Forces Disaster Assistance Response Team (DART) response to a regional disaster event. The exercise, led by 1 Canadian Division (1 Can Div), did more than just that.

Working with supporting elements from the Department of Foreign Affairs, Trade and Development, other government departments, and local, US and regional military forces, the CAF showcased Canadian expertise at the annual high-readiness training event designed to exercise DART command and control.

Two Mexican military officers were invited by Canada to observe the exercise. The observers – Commander Luis Mario Marquez Garcia, a naval commander, and Major Mariono Valencia Lopez, an air traffic control officer – appreciated the opportunity to see best practices in action and report their observations to their respective branches of the Mexican military.

The Mexican military recently deployed its disaster assistance capabilities effectively in the Los Cabos area to assist with the aftermath of Hurricane Odile in 2014; it is now exploring the possibility of generating a disaster assistance capability that could be deployed outside of Mexico.

Emphasizing that this capability is in the early stages of concept development, Ex READY RENAISSANCE provided a significant training venue for Cdr Marquez and Maj Valencia. They were able to observe the scope, urgency, and complexity of an interdepartmental strategic support team (ISST) and humanitarian assistance recce team (HART) during an exercise deployment to a region devastated by earthquakes.

Throughout the six-day exercise, there were numerous opportunities for the Mexican observers to meet individually with military members of the ISST and HART to understand their tasks and responsibilities more clearly, while also benefitting from informative interactions with other military forces involved in the exercise, primarily Jamaica and the US.

1Can Div is responsible for the generation, training and mounting of command and control for humanitarian relief operations, which includes the DART. For the CAF, Ex READY RENAISSANCE was another opportunity to exercise DART capabilities while also sharing this much needed expertise with regional partners.

Mexican military observers, observe members of the Jamaican Defence Force and Humanitarian Assistance Recce Team conduct a recce at Ex READY RENAISSANCE.

OPTIMIZING MAINTENANCE OF VEHICLES AND EQUIPMENT CRITICAL TO MILITARY SUCCESS

PHOTO: MCpl Maeve Ferguson

Pte Brenen Greenland, a maintainer from 1 Service Battalion works on a vehicle during the KMPG Team personnel recent visit to Edmonton, Alberta.

In the heavy equipment maintenance hangar at Garrison Edmonton, Private Naomi Timmons gets up from her work stool by a heavy logistics vehicle wheeled (HLVW) wheel base and heads off in search of parts.

She returns about 15 minutes later carrying a sealed plastic bag with 10 round metal shims. "They are OEM (original equipment manufacturer) and they were right here!" she says. Required parts aren't always so readily available and often have to be ordered which, in some cases, can take weeks.

If you are a vehicle technician in the Canadian Armed Forces or Canadian Army (CA) whose job it is to keep the vehicles and equipment in military fleets operational every day, ordering and waiting for parts to arrive can add a significant amount of time to your repair and maintenance work schedule.

The CAF and the CA rely on a broad range of equipment to conduct training and operations at home and abroad. As each piece of equipment contributes to either capacity or capability, keeping this vital equipment in good repair, and effective in repair work processes, is critical to ongoing success.

Those work processes include efficient workshop layout and design, workflow, availability of parts and the training requirements necessary for personnel to become qualified and authorized to perform maintenance tasks. Efficient and effective work processes are important not only in the garrison but also when soldiers are deployed in the field.

The consulting firm KPMG has been retained to conduct a CAF-wide analysis of Maintenance Execution in Land, Naval and Air maintenance facilities.

A team from KPMG began its on-site, three week analysis of Land Maintenance work processes in the 3rd Canadian Division (3rd Cdn Div) vehicle maintenance hangar in early February as part of the Defence Renewal initiatives. Their review will be very detailed and includes reviewing single processes like the one Pte Timmons goes through at Garrison Edmonton to retrieve essential maintenance parts.

Defence Renewal is an opportunity for DND to transform its major business processes in order to realign resources with higher priority work. Resource savings identified as part of Defence Renewal will remain within National Defence and will be reinvested in ways that improve operational capability and readiness. The goal of the Maintenance Execution initiative is to increase equipment availability rates.

THE CA HAS THE LEAD FOR LAND MAINTENANCE EXECUTION

"We want to increase the time techs spend actually working on equipment and seek a balance between doing corrective maintenance and preventative maintenance," says Major Chris Wood, Army G4 Desk Officer in charge of the Land Maintenance Execution portion of KPMG's work. "We are going to the maintainers on the ground to seek their input because we believe they already have the solutions. Those solutions need to be identified and implemented."

The complete review of processes within Land Maintenance Execution in 3rd Cdn Div has been the first step in a multi-faceted collaborative fact-finding process. Next, the KPMG team will travel to Halifax and Greenwood, N.S. to look at maintenance execution in the Navy and Air Force respectively. ◆

March ANNOUNCEMENTS

March was an extremely busy month for the Defence Team, with many infrastructure, program, operational and exercise-related announcements.

March 2

CAF DEPART FOR OPERATION REASSURANCE IN EASTERN AND CENTRAL EUROPE

125 Canadian Army soldiers from the 3rd Battalion, The Royal Canadian Regiment (3 RCR), departed CFB Trenton for Eastern Europe as part of military activities undertaken by the Canadian Armed Forces (CAF) to support NATO assurance measures in Eastern and Central Europe.

March 3

CDS ANNOUNCES INTENT TO RETIRE AT END OF TERM

"I have informed the Government that I would like to retire at the end of my three-year tenure as Chief of the Defence Staff. Serving Canada while leading the men and women of the Canadian Armed Forces has been the greatest honour and privilege in my 40 years of service in uniform. There is much work to be done, and I remain focused on my duties as Chief of Defence. I will do so until a replacement is named."

March 4-5

ANNOUNCED INVESTMENTS IN DEFENCE INFRASTRUCTURE AT 17 WING WINNIPEG AND 4 WING COLD LAKE

- 17 Wing Winnipeg will see repairs and the renovation of military housing, the repair of hangar doors and the replacement of sewers and roadways over the next two years.
- 4 Wing Cold Lake will see the construction of a new Health Services Centre, to improve the efficiency of health care delivery, as well improvements to military housing, to modernize and repair housing units. Repairs will also be made to the 4 Wing airfield, the home of the Canadian fighter pilot.

March 6

CANADA ANNOUNCES ADDITIONAL CONTRIBUTIONS IN FIGHT AGAINST EBOLA

The first group CAF personnel on Operation SIRONA arrived home to Canada, after deploying to West Africa in support of the Government of Canada's response to fight the Ebola epidemic.

In providing much needed frontline care to patients in West Africa, CAF healthcare professionals are having a direct impact in the fight against the Ebola epidemic.

Defence Minister Jason Kenney also highlighted Canadian support for a Phase 3 Ebola vaccine clinical trial in Guinea.

March 9

MAJOR DRUG BUST FOR OP CARIBBE

HMCSs *Goose Bay* and *Shawinigan*, in collaboration with the US Navy and in support of the US Coast Guard, assisted in seizing more than 1,000 kg of cocaine while patrolling in the Caribbean Sea, during Op CARIBBE, on March 1.

March 13

CANADIAN TROOPS JOIN FRENCH-LED NATO TRAINING EXERCISE

More than 30 soldiers from 1 Canadian Mechanized Brigade Group based in Edmonton, Alta., took part in Exercise CITADEL KLEBER at the Mourmelon Training Area in France.

March 13

CANADIAN RESERVE FORCE VETERANS GET MORE SUPPORT

The government announced it will honour its pledge to resolve the inequity that faces part-time Reserve Force Veterans by increasing the Earnings Loss benefit for those who qualify.

This Earnings Loss benefit provided through Veterans Affairs Canada provides support for Veterans with service-related injuries while participating in VAC's rehabilitation program, or who are unable to be suitably or gainfully employed.

PHOTO: MCpl Dan Pike

Members of 4th Canadian Division's Arctic Response Company Group load a light over snow vehicle on a transport airplane bound for a remote location in Resolute Bay, Nunavut during NOREX 2015.

March 16

CANADIAN SOLDIERS HOSTED IN POLAND

Members of the CAF participated in a special ceremony hosted by the Polish Army in Glebokie, Poland, to welcome them to their home base.

Since their arrival in May 2014, CAF members have been involved in a number of partnership engagements with our European allies in collective training exercises in Poland, Germany, Lithuania and Latvia.

March 20

SHOWCASING OPERATIONAL CAPABILITIES IN HIGH ARCTIC

Exercise NOREX 2015 ran until March 30, with approximately 200 Canadian Army Regular and Reserve Force soldiers, including Canadian Rangers, participating in the exercise.

March 21

HMCS *FREDERICTON* COMPLETES OPERATIONS NEAR UKRAINE

HMCS *Fredericton*, along with five other allied warships, headed back to the Mediterranean Sea after completing its participation in joint NATO training exercises in the Black Sea as part of NATO Assurance Measures. The Black Sea deployment demonstrated Canada's and NATO's steadfast commitment to allies and security partners in the region, especially in the context of Russia's continued aggression towards Ukraine. As part of Standing NATO Maritime Group 2 (SNMG2) the *Fredericton* will now resume its role as part of NATO maritime operations in the Mediterranean Sea.

March 22

CANADIAN TROOPS ADD FIREPOWER TO NATO TRAINING EXERCISE

More than 45 soldiers from the 3rd Battalion, The Royal Canadian Regiment from CFB Petawawa, contributed some military muscle to Ex SUMMER SHIELD, a NATO military training exercise, at Camp Adazi in Latvia. The Canadians joined forces from Latvia, Lithuania, Luxembourg, Germany and the United States.

March 23

CANADIAN ARMED FORCES BEGIN POLICING MISSION IN THE SINAI PENINSULA

CAF Military Police contingent has officially taken over providing police services for the next four years for the personnel living in the Multinational Force and Observers camps in the Sinai Peninsula.

TAKE CONTROL

Transition from the CAF

While the Canadian Armed Forces (CAF) work hard to retain their members, the CAF Transition Program exists to support members and their families in transferring abilities into civilian life upon retirement or release. The CAF Transition Program consists of a wide variety of initiatives focused on preparing members for a second career. Some initiatives are designed specifically for members who are medically releasing, while other initiatives apply to all members retiring from the CAF.

The CAF Transition Program educates employers and industry on the strong and smart business case for hiring former military members. It also connects releasing military members with potential civilian employers, continuing education, vocational training, entrepreneurial opportunities, and other second career possibilities. Watch this video for more information on CAF experiences with these partnerships: **www.forces.gc.ca/en/caf-community-health-services/mental-health-in-the-canadian-armed-forces.page**. It is an important reminder for CAF members to recognize their value and skill sets, and take control of their transition.

So many organizations now understand the CAF culture and appreciate the training and skillsets that personnel bring to the private sector. Planning and personal preparation for transition is up to members. It is best to start planning for transition up to five years before a planned release by registering to attend a Second Career Assistance Network seminar or a Career Transition Workshop. An appointment can also be made for a career or education counseling session with a local personnel selection officer. Planning should begin even before the decision is made to release, as this puts personnel in control of their future.

Whether retiring or medically releasing, CAF members' transition is enhanced by taking advantage of the tools and services that are available. One size will not fit all, so it is important to take the time to learn what is available. Be your own future career manager and take the lead on a successful transition out of the CAF and into civilian life.

VETERANS BENEFITS

When first joining the CAF, members may not be thinking about Veterans benefits – but they should. The records of service, where they have served, and any incidents or events could affect future compensation, benefits and supports they may need later in life.

CAF members may be faced with some different scenarios when making an application to Veterans Affairs Canada (VAC) for benefits, either at retirement or before. Here are a few simple things personnel can do now to help make the application, approvals, access to care and support along with payments faster down the road.

1. **No proof of service in a Special Duty Area (SDA) or Special Duty Operations (SDO).** This can happen because your MPRR does not include all dates and locations of service. This document is the best source of proof that you have served in a given area.

2. **Missing or no CF 98** – A CF 98 is a document that is used by VAC as a main tool to determine whether or not an injury was service-related. If this document is on file and properly completed, it can make your benefits application through VAC much easier.

3. **Health records on release** – A transition interview is mandatory for all releasing Regular Force personnel (medical and voluntary), all medically releasing Reservists and all Reservists who have completed an operational deployment. It must be completed before releasing. At this interview ask for an electronic copy of your medical records.

4. **My VAC Account** – This is available to all serving members and Veterans at **www.veterans.gc.ca/myvacaccount**. Work is being completed daily to make this a powerful tool for Veterans and VAC. It was created as a means to expedite application processes and keep Veterans' information updated.

5. **Transition Interview** – Many CAF members are leaving their Transition Interview with VAC until the last minute, as part of their out clearance, and are basically missing an opportunity to help them prepare. This is a highly important meeting that is not clearly understood by the CAF membership.

The Transition Interview is where eligibility for VAC programs can be learned about and better understood, and includes the reality that medical and dental plans need to be planned for after release. This is the member's opportunity to sit face-to-face with a VAC Case Manager and get things started on the right foot. It will reduce the chance of difficulties down the road.

Chief Warrant Officer Shawn Patterson is the CAF VAC CWO. His role is to provide insight into the CAF for VAC so that they better understand the work the CAF does, the environments they work in, the hazards they face and the hardships they endure. He is your CWO representing you within VAC. Contact him at: Shawn.Patterson2@forces.gc.ca.

CARLING CAMPUS MOVE EXTENSION

As announced in December 2013, National Defence Headquarters is moving to the Carling Campus as part of a larger plan to consolidate the Defence footprint from over 40 locations in the National Capital Region to approximately seven. This project is a massive undertaking intended to give the Defence Team a large, modern facility designed to foster collaboration, innovation and efficiency. The move will take place over three phases, however, the first phase involving the move of 3,400 personnel and originally slated to begin in December 2015, is now planned for late 2016. Nevertheless, the overall plan to consolidate up to 8,500 personnel by 2019 remains the same.

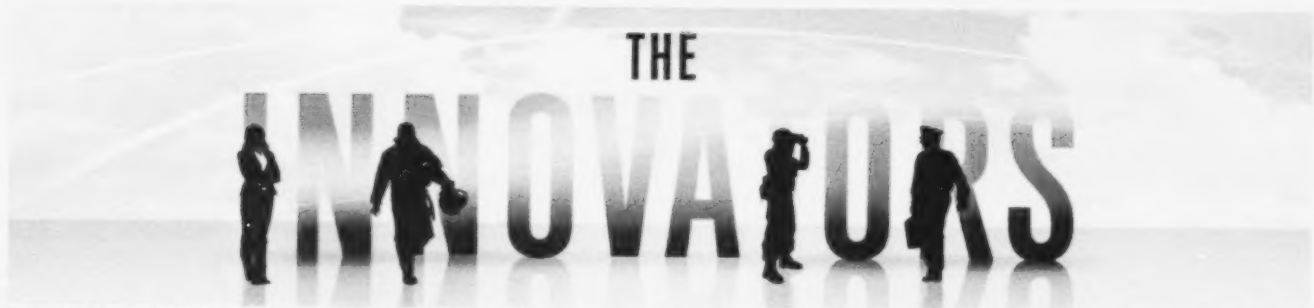
The Carling Campus Project is managed by three Departments: National Defence, Public Works and Government Services Canada (PWGSC), and Shared Services Canada. The decision to postpone the first phase of the move was not taken lightly, nor without considerable coordination between Departments. It is the result of several factors related to delivering an accommodations move and building maintenance, including a need to replace large expanses of windows and window casings in four buildings while they are empty. This window work will be managed by PWGSC as part of their normal landlord facilities recapitalization.

Significant work in support of both phases one and two continues, including the design and layout of workspaces and security features. Mobilization for construction activities will be starting shortly. There is also close coordination, review and oversight at each step, as well as risk identification and mitigation procedures in place to deliver good project results.

We understand that this change to the first phase of the move may have an impact on some people. We commit to providing timely updates on the progress of the move and encourage you to keep yourself informed by visiting the Defence Team site: **dt-ed.mil.ca.** A positional mailbox has also been set up (**+Carling Campus Info@VCDS@Ottawa-Hull**) for your questions, comments and suggestions.

The Carling Campus Project is an exciting initiative and great progress has been made to provide the Defence Team with a modern, healthy, green headquarters supported by technology solutions. We are confident in the project and the many benefits of working together at the new home of NDHQ and thank you for continued patience, momentum and support as we work towards our common goal.

Deer are plentiful at the Carling Campus and can often be seen close to buildings and paths.



THE INNOVATORS profiles members of the Defence Team who have demonstrated front-line innovation and ingenuity in their work. Real-life stories illustrate the innovative ideas these groups and individuals had, those which have been implemented and the potential impact proposed new ideas may have on the Defence Team.

STREAMLINING THE EVENT APPROVAL PROCESS

"We took an iterative approach, making changes to the tool and then testing them to make sure they had the desired effect, and fine-tuning again if necessary."

-- **Alec Drew**

The paper-based system for approving travel and events at Defence Research and Development Canada (DRDC) was slow and cumbersome. Occasional travellers had difficulty navigating the system, while increasing demands for information and the frequent need for multiple approvals made the complicated process even more so. There had to be a better way, and Dr. Marco Di Fruscio and Alec Drew set about finding it.

Dr. Di Fruscio, a defence scientist, was the subject matter expert on this project with expertise in the travel directives, policies and processes around travel requests and claims. Mr. Drew, an IT technician, was the technical expert who built the software tool to streamline the process.

Mr. Drew had initially worked on the software tool months earlier, but with a turnover in staff the project was put on hold until more people resources were found. Luckily, the project got back on track.

"I was hauled out of my job and told by my bosses to 'make it happen'", so then I started to hassle this guy (Mr. Drew)," said Dr. Di Fruscio with a chuckle.

Together, Dr. Di Fruscio and Mr. Drew worked to determine the requirements for the tool and potential solutions. It had to be user-friendly, with all documents collected in one place. It also had to enable a quick turnaround for approvals and be accessible by staff on two networks spanning DRDC's facilities across the country.

EVENT APPROVAL TOOL CREATION

What they built over two months – the Event Approval Tool – is an InfoPath form and SharePoint site that brings together all the information required to make the process fairly straightforward.

The form changes based on user input information, and it includes a workflow process to manage the actual approvals process. The process is open and fully transparent; all event requests are now available for viewing by any DRDC employee. The system is paperless up to the point at which an event request must be sent to the Deputy Minister or Minister's offices. Before the tool was implemented, it could take up to one month to receive event approval. Now using the tool, average approval time is two-three days. Additionally, it used to take two requests to obtain approval for events exceeding $5,000 or involving international travel; one for the event itself by the Deputy Minister; and a second for the travel associated with it by the Assistant Deputy Minister. This is now done with a single request.

"There was a long paper trail," said Dr. Di Fruscio. "For example, you can have someone in Suffield (DRDC's Suffield Research Centre, located near Medicine Hat, Alta.) who is the event lead, their supervisor is in Halifax, and their DG is here in Ottawa. So you would have this paper trail going all through the mail and back, so by the time it got to them over a month had gone by. Now all these people do everything electronically until it gets to the comptroller stage."

IMPLEMENTATION THE NEXT STEP

Developing and testing the Event Approval Tool was just the beginning. Implementing it was another matter altogether. Dr. Di Fruscio and Mr. Drew were just about ready to launch when Treasury Board Secretariat (TBS) announced major changes to the government's travel and events policy. That announcement set off a hectic six weeks for the pair. First, they had to redesign the tool, which took two weeks. Then they rolled it out to the agency's eight centres across the country over an additional four weeks, with Dr. Di Fruscio visiting each location to provide training on how to use the new tool and troubleshoot issues arising for first-time users.

"That was rock 'n' roll for those four weeks," recalled Dr. Di Fruscio.

Valuable feedback from early adopters, in particular the group at DRDC Ottawa Research Centre who agreed to host the pilot trial, helped the team make further improvements to the tool. As feedback was received, changes were made and immediately put into use.

"We took an iterative approach, making changes to the tool and then testing them to make sure they had the desired effect, and fine-tuning again if necessary," said Mr. Drew.

"The tool is easy to use and well-developed, and the implementation was well-executed and well-supported."

— DRDC Corporate Services Excellence Award citation

DRDC CORPORATE SERVICES EXCELLENCE AWARD

The two were awarded a DRDC Corporate Services Excellence Award for their exceptional work on this project. The citation on their award sums up their innovative efforts:

"The new Event Approval tool designed, developed and implemented by Dr. Di Fruscio and Mr. Drew allowed DRDC to implement the new TBS process without a significant negative effect to DRDC management and Science & Technology activities. The tool is easy to use and well-developed, and the implementation driven by Dr. Di Fruscio was well executed and well supported."

Dr. Di Fruscio has since presented the Event Approval Tool to the Deputy Minister's office, as well as to the Defence Renewal Team, which is considering implementing it across the Defence Team with ADM Finance and Corporate Services as the lead.

EXPERIMENTAL PROVING GROUND SUPPORTS CAF, ALLIED READINESS

Decontaminating a radiological source, responding to a natural disaster or deploying to the site of a suspected terrorist attack – these are just some of the activities that the Canadian Armed Forces have to be prepared for.

With all the new threats that exist in our world today, how can we make sure that our military members are prepared and protected when entering dangerous situations? Readiness can be achieved through training, but how can we successfully train the CAF to respond to the wide range of constantly changing and emerging threats?

Since 1941, Defence Research and Development Canada (DRDC) has used a unique research, testing and training facility in Alberta to ensure military personnel have the necessary tools to respond to threats with the right mix of supporting equipment/technology and the intelligence needed to complete successful operations.

An explosives trial conducted on the Experimental Proving Ground, a piece of land over 470 square kilometres at DRDC – Suffield Research Centre.

EXPERIMENTAL PROVING GROUND DEFINED

Keeping a close watch on the ever-changing threat landscape, DRDC provides science and technology expertise to the CAF to aid them in carrying out the defence mission. The Experimental Proving Ground (EPG), a piece of land over 470 square kilometres located at CFB Suffield, is the largest of its kind in Canada and the United Kingdom. The EPG gives Defence scientists at DRDC – Suffield Research Centre a place to conduct the type of science and technology work that can't be carried out in a laboratory setting. Size isn't all that matters though. The EPG is also unique for its relative isolation, mostly clear skies, a moderate climate, lack of trees and a rolling prairie that create unobstructed views.

This unique piece of land helps DRDC to provide realistic training experiences for the CAF and other public security groups, increasing their confidence by allowing them to detect real threats using small amounts of chemical, radiological, nuclear or explosive sources. Large scale blast and weapons trials are conducted to learn more about the latest threats and newest weapons, and protective equipment/technology is developed and tested under a variety of rigorous scenarios. In partnership with industry, development and testing of unmanned and autonomous systems is also conducted on the EPG with many of the systems in use today tracing their beginnings to Suffield.

THE EPG: A NATIONAL ASSET

Few other nations have a capability like the EPG. In fact, many of our allied nations have entered into collaborative agreements with DND to conduct military and defence trials on the EPG. Some of the largest players in the defence industry have also used the EPG to test new technology. By providing the land, safety advice and insight into the needs of the CAF, DRDC often benefits from the results of trials conducted by other nations or industry leaders without having to bear the sole cost, planning and execution of the trial.

"The EPG gives us and our partners a place to perform experiments using dangerous materials and to ultimately develop scenarios that are very realistic," said Gary Gieling, DRDC – Suffield Research Centre director. "This realism is responsible for not only improving confidence in our test results but also for improving the readiness of the Canadian Armed Forces and public security groups when responding or deploying."

RADIATION PORTAL MONITORS WELCOMED BY WEST COAST OPERATORS

Portable radiation portal monitors are a vital component of chemical biological radiological and nuclear (CBRN) defence operations on both Canadian coasts, as well as anywhere the Canadian Armed Forces needs to establish a radiological decontamination line. Their acquisition represents increased safety for both military personnel and, by extension, the general public.

The monitors can efficiently detect radiation-emitting contaminants on people, thereby minimizing exposure and potential health risks. The radiological threat can often be a mobile one and monitoring equipment has to be brought on-scene to assess the danger. The CAF invested just under $1 million in procuring 18 monitors and the new equipment was recently delivered to the Royal Canadian Navy (RCN) on the West Coast. The RCN will be a primary user of the monitors and this updated capability has been tested during workups at CFB Esquimalt, B.C.

VITAL CAF CAPABILITY

As the operators will tell you, the rad portal monitors needed to be replaced to maintain a vital military capability. This equipment is required by the CAF's Nuclear Emergency Response (NER) teams located on the West and East Coasts to pass the annual NER Evaluation, something that must be maintained if nuclear powered and capable vessels (NPVs and NCVs) are to continue docking at ports in Victoria, B.C., Nanoose Bay, B.C., and Halifax, N.S.

In February, the Esquimalt NER team, fresh from taking delivery of six new radiation portal monitors, tested the equipment at a NER radiation monitoring course. Later this month, the team will conduct a semi-annual NER exercise to further test this new capability. According to Nuclear Emergency Response Officer Lieutenant(N) Brian Forsyth, the rad portal monitors passed the test.

"The folks here were really pleased with the results. The fact that we have six of the portals is great too, we only had three of the old versions," he says.

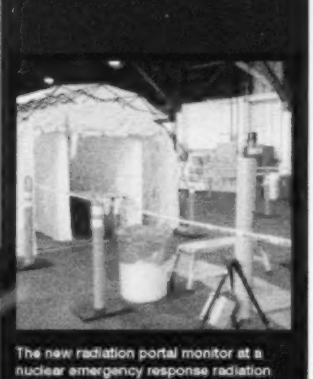
The new portals are being divided equally between the West and East coasts, though a majority of the NPV and NCV visits occur in B.C.

Lt(N) Forsyth says the old monitors were in need of replacement as they were starting to become obsolete and requiring greater levels of maintenance for continued use.

"The new equipment is much more robust and inspires confidence," he says. "Our NER team, here and in Halifax, has the tools to do the job we've been trained for."

The monitors are used to determine the presence or absence of radio-isotopes on people as they pass though the portal. Because the portals are portable, they can be deployed on-scene in the event of a significant incident, to locations ranging from sheltered enclosures to uneven terrain and full exposure to weather of the outdoors.

CBRN defence gear.



The new radiation portal monitor at a nuclear emergency response radiation monitoring course.

PHOTOS: LCN, Brian Forsyth

THE PORTAL MONITORS ARE REQUIRED TO SUPPORT THE FOLLOWING USERS:

- The Navy NER teams will use the radiation portal monitors to provide support in the event of an incident with visiting NPV and NCV. The monitors have been identified as necessary for rapidly clearing potentially exposed crew and support personnel.
- Under the Federal Nuclear Emergency Plan the Federal Radiological Assessment Team has identified the use of the portal monitors as essential in mass-screening / mass-decontamination in the event of a wide scale nuclear/radiological attack or accident.
- The Canadian Army will use the monitors as it improves its CBRN defence capability.
- The Canadian Forces Firefighting and CBRN Academy located at CFB Borden, Ont. and the centre at CFB Suffield, Alta. will use the monitors for training.
- The Canadian Special Operations Commands has confirmed a continued need for this equipment for use by the Joint Incident Response Unit.

ARMY RENEWAL: MERGING SIMULATION WITH REALITY FOR TRAINING AND REAL-WORLD APPLICATIONS

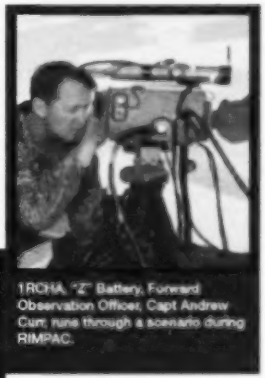
Today's soldiers no longer learn how to do battle the way our veterans did. By diminishing reliance on live-fire training, simulation and advanced-technology learning tools offer cutting-edge and challenging ways to train the Army of today and tomorrow.

Large-scale simulation and 3D modelling are elevating Canadian Army training results to heights never before imagined. Trailblazing technology is leading the way to stronger, better soldiering skills, while minimizing risk and cost. Remarkably, simulation can even be used to quickly run through protocols and procedures moments before an actual battle begins.

Revolutionary 3D printing technology lends itself well to making working mock-ups of everything from life-sized rifles and weapons firing systems for training purposes to miniature models of an enemy's downtown streetscape complete with model tanks and soldiers – providing unbeatable situational awareness before an actual battle or patrol.

Complex, all-encompassing collective training scenarios involving input from the Army, the Royal Canadian Navy, the Royal Canadian Air Force and assorted allied troops are interwoven using any number of aspects of modern simulation to forge the required learning event.

Cpl Wesley Moses (right) from The Princess Louise Fusiliers (PLF) assists SLt James Gaudet, also from the PLF, with the Weapon Effect Simulator system during ESE Southbound Trooper XII in Fort Pickett, Virginia.



1 RCHA, "Z" Battery, Forward Observation Officer, Capt Andrew Curr, runs through a scenario during RIMPAC.

Soldiers learn how to drive a tank in a simulator that can realistically mimic the lurching and bouncing of rough terrain while navigating through a life-like virtual landscape.

A WORLD LEADER IN SIMULATION TRAINING

Canada's army is a recognized world leader in the development, employment and innovative use of cost-effective simulation and advanced learning tools. The Canadian Army Doctrine and Training Centre (CADTC) in Kingston, Ont. uses various types of simulation to prepare soldiers, leaders and staff across the CA, the Canadian Armed Forces and other departments and government agencies for various domestic and international missions.

These may include taking part in multinational coalition missions such as the current Operation IMPACT against the Islamic State of Iraq and the Levant (also known as the Islamic State of Syria and Iraq); providing humanitarian aid in disaster zones; defending Arctic sovereignty; supporting multinational engagements such as the annual CAF Joint Arctic Experiment and Operation NANOOK; and security support to events such as the 2010 G20 Toronto Summit and the 2010 Olympic games.

The CA also uses simulation to enable capability development, experimentation, research and development and new capability acquisition. Centrally directed and managed within the Army through the CA Simulation Strategy, CA simulation continues to improve through technology sharing and lessons learned during collective training with the RCN, RCAF, North Atlantic Treaty Organization (NATO) members and Canada's Allies.

The CA Army Operations Course (AOC) is an example of constructive simulation. A six-month course, AOC prepares officers for future leadership and command roles. AOC is conducted by the Canadian Army Command and Staff College (CACSC), the Army's doctrinal and intellectual centre of excellence, located in Kingston, Ont. CACSC conducts three AOC courses a year: two for Regular Force and one for Primary Reserve.

The course culminates in Exercise FINAL DRIVE, a 10-day 'final exam' that puts the students' new-found knowledge to the test, using state-of-the-art computer simulations that mimic real life battlefield situations.

The CA Army Operations Course is an example of constructive simulation.

"Ex FINAL DRIVE is a key stepping stone for officers as it provides a venue for them to test and develop their command and leadership skills as part of their ongoing education to become tomorrow's leaders," said Colonel R.D. Walker, commandant, CACSC.

Using cutting-edge simulation exercises like Ex FINAL DRIVE, the Army is able to generate educational and challenging scenarios outside of field training, resulting in safer and more cost-effective training.

SIMULATION PERMITS SKILLS DEVELOPMENT

The use of simulation has many advantages, but first and foremost is soldier safety, according to Lieutenant-Colonel Stephen Newman, Integration and Simulation section head – an American exchange officer working for the Chief of Staff of the Army Training Authority, CADTC.

"Take, for example, a virtual simulator, like a driver simulator. Soldiers, through simulation, are not physically tired, they're not being shot at, they're not out in the weather, but they are under a time crunch and when it's done correctly, it helps them to visualize the battle space," said LCol Newman.

SIMULATION SAVES MONEY AND THE ENVIRONMENT

Simulation is a key component of the Army Training Review, a significant undertaking reviewing all facets of the training system, and a critical component of the Army's Renewal Program.

Training efficiencies are gained through simulation by reducing the number of hours required, kilometres travelled, ammunition used and equipment wear and tear across the Army. In simulation, the number of times a skill can be practiced is almost unlimited.

Training in simulation safeguards the environment, requiring less fuel, maintenance, ammunition, and reduces physical impact on the environment.

The Army also keeps costs down by developing some simulation equipment in-house through Allied collaborations, as well as through industry and college partnerships. Canada has a memorandum of understanding with the UK that resulted in a jointly-built simulation that is in use in both countries today, according to Major Sam Pollock, Simulation Section, Army Training Authority, CADTC.

"As either country sees improvements for that, they work together and those improvements are made and it's only paid for once," noted Maj Pollock.

"Essentially, this means that when our industry partner develops the software for the simulator, we, the CA, own the intellectual property rights. We can then share that within the Army and repurpose it as needed without additional costs because we own the rights to it," said LCol Newman.

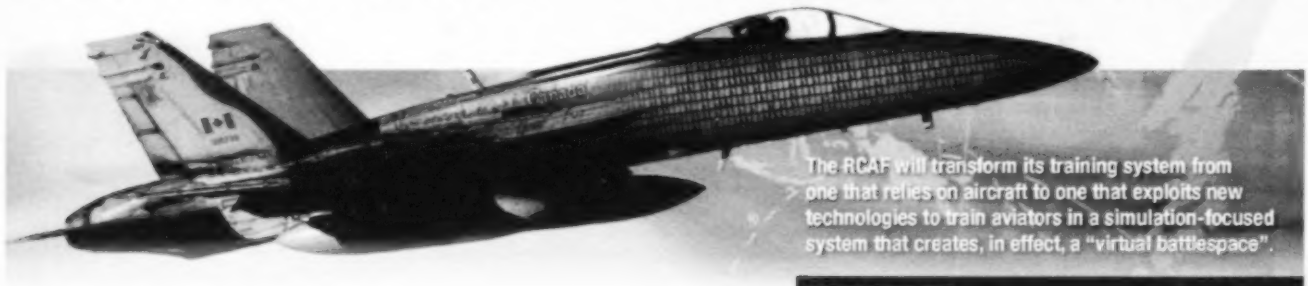
CA simulation used in training is a growth capability that can be blended seamlessly throughout all stages of training and can even be used during an actual operation to quickly practice communications protocols, weapons procedures, tactics or technical aspects ahead of an imminent fight.

For more information on Army Renewal, visit: **www.army-armee.forces.gc.ca/en/about-army/army-renewal.page.**

Large-scale simulation and 3D modelling are elevating Canadian Army training results to heights never before imagined.

Members of 1 RCHA, "Z" Battery run through a scenario in the Supporting Arms Virtual Trainer during RIMPAC.

NEW SIMULATION STRATEGY SETS ROADMAP FOR RCAF FUTURE



The RCAF will transform its training system from one that relies on aircraft to one that exploits new technologies to train aviators in a simulation-focused system that creates, in effect, a "virtual battlespace".

The Royal Canadian Air Force is at a crossroads. The current training system, which relies heavily on the use of real aircraft, is becoming more and more unaffordable. At the same time, the ability to train by using advanced simulation continues to improve.

Therefore, the RCAF will transform its training system from one that relies on aircraft to one that exploits new technologies to train aviators in a simulation-focused system that creates, in effect, a "virtual battlespace".

"We are looking to the future," says Lieutenant-General Yvan Blondin, commander of the RCAF. "Rapid advancements in computer technology have given us the ability to create virtual worlds that realistically simulate flying missions. Simulators allow us to control different variables – such as weather, terrain and threats – and conduct training that is more varied and rigorous than flying actual aircraft. As simulation technology continues to mature and grow, so will its use within the RCAF."

To guide the use of new and developing simulation technologies over the coming years, the Air Force has published the RCAF Simulation Strategy 2025 (RSS). The RSS will enable the RCAF to continue its bold tradition of training excellence by taking advantage of advances in simulation technology to transform and improve the way it achieves and maintains readiness.

While the initial focus is on aircrew training, it will be expanded in the near future to include all RCAF training.

A SIMPLE VISION

By 2025, the RCAF will have a simulation-focused training system which skillfully leverages live, virtual, and constructive (LVC) domains within a networked common synthetic environment. This system will optimize the means by which RCAF aviators achieve and maintain readiness, fully exploiting advances in both technology and training methodologies, to deliver world-class capabilities for the full spectrum of operations.

Achieving this vision will allow the RCAF to provide more "effective, efficient and smarter" training.

As each Air Force community – ranging from maritime helicopter to heavy-lift transport to fighter jet – increases its use of simulation for training, the flying hours that were devoted to live training can be reduced.

As a result, aircraft will be more available for operations – thus providing Canada with additional operational readiness, flexibility and agility. In addition, training that combines operational aircraft fleets with simulators and the synthetic environment will be more effective, safer and less expensive; increased use of simulation will also be better for the environment by reducing the RCAF's carbon footprint today and into the future.

This will make the RCAF even more responsive and relevant to Canada's defence needs.

"The RCAF is the youngest of Canada's military services," says LGen Blondin. "We've long been associated with daring, adventure and pushing the boundaries of the possible to better serve Canadians and their interests. With the introduction of this new strategy, the RCAF continues this proud tradition of 'pushing the envelope' to consistently deliver robust air power."

PRINCIPLES

The RSS contains a comprehensive overview of how the RCAF will put simulation to work to achieve and maintain readiness. The strategy is based on three fundamental and linked tenets:

1. **An achievable and quantifiable end state for RCAF simulation in 2025.**
2. **A detailed analysis of the current state of simulation within the RCAF today, in relation to the end state.**
3. **A deliberate and phased plan to achieve the end state in 2025.**

While the initial focus is oriented towards aircrew training, these foundational principles will apply to all occupations and training activities across the RCAF.

A STRATEGIC ROADMAP

The strategy represents a roadmap to guide the RCAF to achieving its simulation "end state". It consists of five broad lines of development as follows:

- **Simulation-focused training**. The RCAF will employ a "systems approach" to training to develop a well-defined understanding of the training requirements for both individual and collective simulation-focused training.
- **Virtual battlespace**. The RCAF will develop a "system of systems" in which individual training devices will integrate into the whole, and provide a realistic simulation of the operational environment in which training can occur. Command and control, governance, and policy. The RCAF will develop a policy and governance framework that will maximize the efficient and effective development and use of simulation.
- **Infrastructure**. The RCAF will create an enterprise support system that is capable of hosting all the components of the virtual battlespace and is appropriate for the technical and operational requirements of those components.
- **Service delivery**. The RCAF will work with the procurement system to deliver and support the components of the virtual battlespace and to meet the users' needs while keeping pace with future capability development.

COORDINATION OF EXISTING RESOURCES

The RCAF's simulation training capability in 2015 already delivers highly effective training that meets or exceeds most of the training that can be delivered using real aircraft. As much of what is needed to achieve the end state already exists, it now needs to be synchronized, aligned and supported by a robust governance and policy framework. The RCAF's directorate of air simulation and training will be responsible for leading this effort.

Work in several areas has already begun to lay the framework upon which subsequent activities will build. But most importantly, the RCAF has the desire to succeed. The RCAF is well on the path to maintaining continued excellence in training and, therefore, continued excellence in operations.

A student "flies" a CC-130 Hercules simulator.

DOMAINS

An example of a **live domain** would be a real pilot flying a real aircraft, but receiving simulated information to which he or she must react. A **virtual domain** would be a real pilot flying an aircraft simulator and receiving simulated information, while a **constructive domain** would be a real commander controlling a simulated battle that includes pilots, aircraft and information that are all simulated.

ASK THE EXPERT

NORDIC WALKING – GIVE IT A TRY!

Q: I really enjoy walking and it's been my primary fitness activity for many years. During a recent workout, my best friend showed up with walking poles and spent the entire workout telling me how great they are. I have seen people using them, but assumed they were just getting ready for the cross-country ski season. Is pole walking a more effective form of exercise than regular walking or just the latest fitness fad?

—Walkin' Wanda

A: Pole walking, or Nordic walking as it is more commonly known, was first developed in Finland in the early 1900s. It was initially developed as a conditioning activity to help cross-country skiers stay fit during the summer, but it rapidly evolved into a fitness activity with worldwide popularity.

Nordic walking offers a number of benefits over and above those you can get from regular walking. Using poles to help propel you forward requires working the muscles of your arms, shoulders, chest, back and neck. In fact, Nordic walking uses 90 per cent of your body's muscles while regular walking only uses 40 per cent. This additional load not only helps you strengthen all of these muscles, but it also significantly increases the number of calories you burn while walking. Using more muscles also increases the cardiovascular demands made on your body and this will help improve the efficiency of your heart and lungs.

One of the major advantages of Nordic walking is that it reduces the load on your lower body, so it is better tolerated by people who have osteoarthritis in their ankles, knees and hips. People who are recovering from lower body surgery can also use Nordic walking to get back to being active sooner. Improved balance, better posture and increased core strength are other significant benefits that have been shown to occur with regular Nordic walking.

The bottom line is that Nordic walking has been shown to be an excellent form of exercise that is low impact in nature and offers you more of a full body workout than regular walking. You can do it pretty much anywhere and some poles are collapsible so that you can easily carry them in your luggage when you travel.

Give Nordic walking a try, you may be surprised how a set of poles can help you reach your fitness goals. Exercise is medicine!

—Dr. Darrell Menard, MD, Dip Sport Med

For more information on taking control of your health and well-being, please visit Strengthening the Forces.

GET READY FOR THE CAF Health and Wellness Challenge

MAKE EVERY CHOICE COUNT – IT ALL ADDS UP!

Your life truly is a series of choices. This includes things such as what to wear to your best friend's wedding, which model of car to buy and where to go on your summer vacation.

While all these decisions are important, we tend to forget that even the smaller choices we make in our day-to-day lives really do add up. Take for instance, electing to walk more by parking your car 100 metres further from work every day. Over a 30-year career, that simple decision would result in an additional 1,500 kilometres of walking. While it may seem unbelievable, walking this distance will burn more than 14 kg of fat.

If doing something this simple can have such a huge effect, imagine the potential impact from all of the other good choices you make throughout your lifetime. A little bit really can go a very long way – especially when it comes to making healthy lifestyle choices.

CAF HEALTH AND WELLNESS CHALLENGE

Strengthening the Forces is once again proud to present the CAF Health and Wellness Challenge May 1-30. Join the challenge and make your healthy daily choices not only count by improving your overall wellness, but also by qualifying you to win one of the amazing prizes.

Health is truly an everyday issue and the small daily choices you make can have a big impact on improving your life. Walking your dog regularly, taking swimming lessons with your kids, hydrating before and after your workouts, and meditating are choices that can have a huge impact on your mental and physical well-being.

JOIN THE CHALLENGE AND MAKE EVERY CHOICE COUNT!

Register today! For more information, go to: **cmp-cpm.forces.mil.ca/health-sante/ps/hpp-pps** or visit your local Strengthening the Forces Health Promotion Office and feel the inspiration, tap into the energy, and get going!

MILITARY DINING MOVES TOWARDS HEALTHIER CHOICES

When was the last time you visited a base or wing kitchen? If it's been a while, you should take the opportunity to drop by and see what changes have taken place.

Materiel J4/Director Food Services in partnership with the Canadian Army, Royal Canadian Navy and Royal Canadian Air Force, and other stakeholders have developed and implemented the National Standardized Cycle Menu (NSCM) throughout all Canadian Armed Forces (CAF) kitchens.

CAF FEEDBACK DRIVES HEALTHY INITIATIVES

The key initiatives were improving nutritional wellness, religious and spiritual accommodations, as well as providing cost-effective food services. From a diner's perspective these changes came about from CAF feedback and their growing desire for healthier choices to assist them in achieving an overall healthier lifestyle.

Diners now have the opportunity to select healthier menu options and vegetarian choices, which meet the prescribed CAF policy on religious and spiritual accommodation. This policy necessitated changes in the provision of food service in order to meet and provide support to the ever-changing demographic of the Defence Team. These choices along with a larger variety of whole grains, dark green and orange vegetables are very much in line with the maintenance of a healthier lifestyle for CAF members in order to achieve mission success.

INFORMED NUTRITIONAL DECISIONS

Recipes have been developed using set criteria to ensure nutritional and production standards are met and maintained. By limiting the total saturated and unsaturated fats, sodium and caloric content, Defence Team members can make wise and informed decisions on what they consume. In order to facilitate this, identifiers have been developed and are being used to showcase both the healthier and vegetarian choices, with an eventual move to have nutritional information readily available and easily accessible.

The addition of these new menu choices does not mean that the typical comfort foods will disappear from the serving line; diners have the freedom to select the choices that best suit them.

As work progresses on the next phase of the menu development, updates will be provided on what you can expected at your local base or wing dining hall and eventually on domestic or deployed operations.

KEEPING THE DEFENCE TEAM HEALTHY

A CENTURY OF CBRN DEFENCE

From the first panic reaction to a gas attack at the Second Battle of Ypres in 1915, to the state-of-the-art equipment now being produced for the CAF, Canada has been a leader and innovator in chemical, biological, radiological and nuclear (CBRN) defence.

It has been just over 100 years since the First World War began in July 1914. The Great War, as it was known at the time, brought immense political changes, amended state borders, brought down empires, birthed a communist state, ended monarchies and killed more than 10 million combatants from around the world. It also introduced the world to chemical warfare and the gas mask — and for the rest of the 20th century we added biological, radiological and nuclear threats to the CBRN label, as well as a host of other state-of-the-art equipment to supplement the gas mask and defend against other CBRN threats.

British soldiers play soccer in early gas masks, circa 1915. The gas mask would go through a variety of changes throughout the First World War as chemical weapons defence kept up with chemical weapons threats.

CBRN DEFENCE ROLE

CBRN defence is about more than a gas mask. Protecting CAF personnel from CBRN threats today includes an array of sophisticated capabilities and technologies, including sensors, reconnaissance capabilities, individual and collective protective equipment, and a variety of decontamination systems. Developing and promoting this force protection capability is the job of the Directorate of CBRN Defence.

The CAF have long had CBRN defence capabilities. Gas masks have been a staple capability, as have decontamination systems and a range of chemical and radiological detectors. But the kit was beginning to age. So, more than a decade ago, the CAF undertook a modernization program to replace outdated equipment and to acquire leading-edge CBRN defence technology.

In recent years, the program has rolled out new personal, handheld and fixed-site chemical agent sensors, a vital-point biological agent detection system, and sophisticated 50- to 100-person collective protection shelters. Each project has undergone a rigorous — and lengthy — process of options analysis, requirements definition, and implementation.

Still in the works are projects for an improved and thorough decontamination system, improved joint general service respirators (gas masks), new remotely-operated reconnaissance vehicles, and a sensor integration and decision support system. Both the reconnaissance and decontamination projects are expected to achieve full operational capability by 2015.

The full spectrum of CBRN warfare was very much a 20th century phenomenon. Though biological threats — in the form of spreading disease — existed even in the ancient world, the technology necessary for the successful production and use of modern chemical and nuclear weapons was unknown. Chemical attack would come first when the powder keg of Europe exploded into the First World War, and in an attempt to spread terror amongst the Allied powers and potentially break the stalemate of trench warfare, Germany unleashed poison gas.

CANADIANS FIRST EXPOSED TO GAS

Members of the Canadian Expeditionary Force, who fought along the Western Front during the First World War, were amongst the first soldiers in that terrible conflict to confront the panic of a successful gas attack.

The Germans had already used gas against Russian force on the Eastern Front on January 31, 1915 at the Battle of Bolimov, in present-day Poland. Despite the potential for heavy casualties, the low temperature on that day actually froze the gas, rendering it ineffective. But during the Second Battle of Ypres on April 22, 1915, the spring warmth produced a different scenario as soldiers in their trenches noticed an eerie green fog-like apparition spreading out before them.

The Blind Leading the Blind. British soldiers inch their way forwards following a gas attack in 1918.

PHOTO: Imperial War Museum (UK)

It was deadly chlorine gas and the Canadians were unprepared for it. In the midst of suffering casualties, an officer with the 2nd Canadian Field Ambulance is believed to have given the order to urine-soaked material over the nose and mouth to act as a makeshift filter — the world's first gas mask.

The Canadians suffered casualties from the chemical-driven offensive but the gas scared the attackers as much as the defenders, and the Germans, wary of running into their own deadly fog, failed to breach the gap created by the panic. Once the gloves were off, both sides stockpiled chlorine and mustard gas throughout the duration of the conflict and regularly used it during battle.

It was a Canadian, Dr. Cluny Macpherson, who invented the first CBRN defence mechanism — the gas mask. Dr. Cluny's prototype would serve as the model for a large variety of protective breathing devices that were created and adapted throughout the war by the Allies and the German-led alliance.

ENTER THE NUCLEAR AGE

Gas was not used during the Second World War. But by the end of that conflict, a new age of CBRN had commenced with the development and use of the first atomic bomb, which obliterated the Japanese cities of Hiroshima and Nagasaki and ended the war.

At the height of the superpower stand-off, Canadians in and out of uniform often thought the unthinkable and prepared for the grim possibility of a nuclear war. The ultimate nuclear threat during these years was the Cuban Missile Crisis of October 1962. This exercise in brinkmanship demonstrated many things, not the least of which was the West's resolve to ensure the non-proliferation of nuclear arms. With the fall of the Berlin Wall in 1989, the subsequent breakup of the Soviet Union in 1991 and the swift dissolution of the *Warsaw Pact*, the doctrine of Mutually Assured Destruction passed into history. But new threats on the horizon would challenge Canada and its allies in new and varied ways.

As DND commemorates a century of CBRN defence, we continue to ensure this crucial operational tool is fully integrated into force development, generation and employment as we maintain comprehensive CBRN defence capabilities that are fully interoperable with our allies and other government departments.

Two Canadian soldiers try out the new gas masks that were issued following the first fatal use of poison gas at the Second Battle of Ypres on April 22, 1915.

PHOTO: Library and Archives Canada

Fingerprinting in the CAF

Fingerprints are an infallible means of ID because of their two inherent qualities: uniqueness and persistency.

The Defence Team is exploring the use of biometrics to assist with personnel identification. Fingerprinting, which is currently in use, is an infallible mean of personal identification because of two inherent qualities:

UNIQUENESS - No two fingerprints are alike; and

PERSISTENCY - They are permanent and will never change unless damaged by burns, deep cuts, lacerations or amputation.

DND/CAF uses fingerprints to provide a positive means of identification of CAF members, persons serving with CAF members, and members of Allied Forces serving within Canada. DND employee fingerprints are only used for security clearance purposes.

It is important to understand that Defence would devise and implement the appropriate security measures to ensure that the recording of one's fingerprints would not compromise or expose the member's or employee's identity to the risk of theft.

Interesting Fingerprint Facts:

- Fingerprint ridges are formed in the fetus during the third and fourth month of pregnancy.
- The earliest record of fingers having ridges in Canada was portrayed in an Aboriginal picture, carved upon the smooth face of a cliff in Nova Scotia.
- In 1901, Sir Richard Henry, Assistant Commissioner (Crime) at Scotland Yard, added the final touches to the categorization of 10-print fingerprint records into primary groupings based on pattern types. This categorization became thus known as "The Henry Fingerprint Classification System" and is widely used and recognized to this day.

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

COMMENTARY: CREDIT WHERE CREDIT IS DUE

Taking credit for someone else's work is potentially very damaging to workplace climate and speaks of an unhealthy culture. A few respondents to February's dilemma "Credit where Credit is Due," remarked that they believe taking undue credit – specifically for the work of subordinates – is a widespread reality in their experience.

If so, this is a serious cultural concern to which the organization as a whole ought to attend to. From a Defence Ethics standpoint, such a practice is the opposite of ethical leadership. It directly breaches the Expected Behaviours under the Principles of Respect the Dignity of All Persons and Serve Canada Before Self: treat every person with respect and fairness; work together with openness, honesty and transparency. Further, it directly contravenes additional expected behaviours integral to our Values of Integrity, Loyalty, Stewardship and Excellence – almost a clean sweep!

This is a kind of careerism that unjustly disadvantages others. The choice by Lieutenant(N) Peakman to accept the kudos for Master Seaman Waters' work will cause harm. First, MS Waters will not receive formal recognition for his work, possibly undermining his motivation; more broadly, his career arc may be negatively influenced. Further, this behaviour shakes the divisional system and damages the faith in the chain of command to do the right thing. This damage may hurt relationships and will certainly affect officer/NCM relations and effect morale, therefore possibly lowering output within the unit overall.

Several courses of action were proposed through your feedback. A large number of suggestions were for discreetly (a one on one chat) or more openly (a memo) approaching the right trusted individual, be it the commandant or someone down the line, who could expose the facts so that the commandant would eventually be able to rightly judge events.

A most ingenious suggestion was for PO 2 Franklin to draft a Letter of Appreciation for MS Waters on behalf of Lt(N) Peakman addressed to the commandant, for the Lt(N)'s signature. This letter would congratulate MS Waters on his efforts and support he gave to Lt(N) Peakman. While it is difficult to know exactly how Lt(N) Peakman would react, it may work since it reflects positively on him, while giving him an opportunity to show a little more grace without exposing the last award as a travesty. Provided PO 2 Franklin is not seen as having any ill will towards Lt(N) Peakman, his motives might not be seen as at odds with the language of the letter.

Other feedback expressed disappointment that the petty officers did not directly challenge Lt(N) Peakman to do the right thing. The officer/Sr NCO relationship includes space for respectful sharing of training, experience and education; the relationship benefits from a reciprocal challenge function. PO 2s should demonstrate courage and respectfully challenge Lt(N) Peakman to share the spotlight with the industrious MS Waters; or perhaps, the divisional chief petty officer could be approached to do the same.

One other view was that PO 2 Franklin could try to force Lt(N) Peakman's hand by pressing him in public for details on how he developed his new design. A similar capacity for cunning on Lt(N) Peakman's part could easily dodge the trap laid by PO 2 Franklin, however. It also risks looking like what it is, an attempt to openly humiliate someone of higher rank, which is a high risk move. Such an attempt at vigilante justice really amounts to undermining the values one is trying to fight for. It is not an ethical option.

What is right, however, is for one or more of the various witnesses to do something that has a chance of fixing the problem, not simply complaining about the poor state of affairs without any intention to act.

Check out dt.mil.ca for the commentary on January's dilemma, "The PER: Depends Who's Judging?

The DEP staff thanks those who responded to this dilemma. Reader feedback is welcome at: +Ethics-Ethique@CRS DEP@Ottawa-Hull. **+Ethics-Ethique@CRS DEP@Ottawa-Hull.**

CANSOFCOM ROLE IN EBOLA EVACUATION

From the ongoing Ebola virus disease (EVD) epidemic in West Africa has sprung stories of international aid workers volunteering to care for EVD patients and the herculean effort to evacuate the unfortunate few who contract the disease. This potential need to evacuate personnel in light of the CAF involvement, Operation SIRONA, prompted the Canadian Special Operations Forces Command's (CANSOFCOM) to join the CAF's EVD response with their expertise in developing a modular patient isolation unit.

The unique challenge of EVD is its ease of transmission. Medical facilities must isolate patients, carefully control waste and thoroughly decontaminate medical personnel. These considerations are only further complicated in a moving aircraft for up to twelve hours. In preparing for Op SIRONA the CAF had to make certain it could evacuate its personnel quickly, safely and without sacrificing strategic assets. The Chief of the Defence Staff called upon the Royal Canadian Air Force, Canadian Forces Health Services Group (CFHS Grp) and CANSOFCOM to develop an interim EVD Air Evacuation (AE) capability – and fast.

DEVELOPING THE EVD AIR EVACUATION CAPABILITY

During the initial stages of the project, CANSOFCOM's involvement was limited to the provision of subject matter expertise and planning support. However, once the CBRN operators (chemical, biological, radiological and nuclear) from the Canadian Joint Incident Response Unit (CJIRU) sat down with those from the RCAF AE Flight, the scale of the challenges and risks became clear. While still engaged in the interim evacuation planning, the operators offered to explore a bespoke option that would be tailored to the AE Flight's requirements and the best-practices in EVD field medicine. Starting with three standard aircraft pallets, the Air Evacuation Patient Isolator (AEPI) was born.

The AEPI, affectionately known as the "Fish Tank" by those who constructed it, is a modular patient isolation unit. Its transparent walls allow patients to be safely monitored at a distance, while negative-pressure blowers ensure an air-tight seal between the patients and aircrew. It can accommodate up to three non-ambulatory patients and provides sufficient space for medical personnel to provide care, store waste and conduct decontamination drills unencumbered. Most notably, the project was designed and constructed in-house by CJIRU's CBRN operators and supporters in a matter of weeks to meet the CDS' deadline.

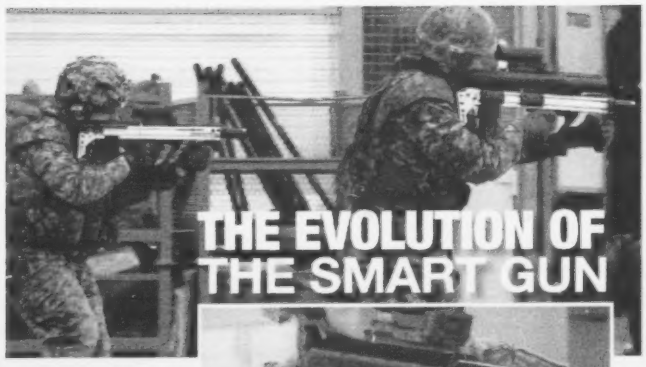
"Our role is to find, define and – ultimately – survive hazardous environments. While air evacuation and health services are not our role, providing novel and technical solutions to these sorts of problems definitely is," explained one CBRN operator who worked on the project.

View from entry/exit chamber

CANSOFCOM CAPABILITY AND EXPERTISE EXEMPLIFIED

Although the project leveraged CANSOFCOM personnel, skills and resources to build, it is the RCAF and CFHS that will ultimately employ the AEPI should the need arise. Some are no doubt surprised to hear that CANSOFCOM, and CJIRU specifically, would be involved in this sort of mission. However, to those close to the project, it is precisely the niche CANSOFCOM fills in support of the CAF.

"It is with this type of endeavour that exemplifies the capability and expertise of CANSOFCOM, and more specifically our CJIRU members. The hard work and motivation of our members to develop an Air Evacuation Patient Isolator in such a short time period is truly inspiring to me. They truly believed in the importance of the project and finding a solution to evacuating Ebola patients in support of the CAF and the Government of Canada," stated Brigadier-General Mike Rouleau, commander of CANSOFCOM. ✦



THE EVOLUTION OF THE SMART GUN

Weapon concept (test bed) used to explore the design of rifles to increase accuracy and firepower and the ability to function in a networked environment to give soldiers better situational awareness.

More firepower, improved accuracy and smart integrated accessories that connect to command and control networks are the headline features of the new integrated assault rifle concept that Defence Research and Development Canada (DRDC) and Colt Canada have developed for the Canadian Armed Forces (CAF).

The prototype, in development since 2009 through the Soldier Integrated Precision Effects Systems (SIPES) project, includes a firing mechanism to shoot lightweight cased telescoped ammunition, a secondary effects module for increased firepower and a NATO standard power and data rail to integrate accessories like electro-optical sights and position sensors. In order to support the multi-role nature of the weapon, the prototype's secondary effects module features the ability to install either a three round 40 mm grenade launcher or a 12-gauge shotgun. When optimized, the integrated weapon prototype could weigh less than a C7 equipped with a M203 grenade launcher, reducing the burden on soldiers.

"In the medium term, this weapon concept represents a lethal, flexible general-purpose platform," said Lieutenant-Colonel Serge Lapointe, from the Soldier Systems group in Director Land Requirements – Soldier Systems (DLR 5) of the Canadian Army. "It will be able to operate in all theatres of operations in the most complex terrain including urban areas, mountains, jungles, deserts and the Arctic."

The development of the weapon prototype posed a considerable challenge. DRDC scientists analyzed advanced material technologies that could replace the metal used in heavy components. The lightweight case telescoped ammunition was tested extensively with the support of the Munitions Experimental Test Centre in Valcartier, Quebec to assess its long-term aging behaviour. Scientists also studied how to increase the rifle's accuracy using technology that can automatically detect targets and assist with engaging them. Questions related to the sensors needed to accurately geo-locate targets for target data sharing were also investigated.

> *"This weapon concept represents a lethal, flexible general-purpose platform."*
>
> — LCol Serge Lapointe, Canadian Army

HUMAN FACTOR TRIALS

How the soldier interacts with the weapon was also the subject of numerous human factor trials. Ergonomic and weapon prototype handling tests were performed by Human Systems Inc., under the supervision of DRDC scientists, with CAF soldiers from military bases in Petawawa and Edmonton. The testing was crucial to developing optimal design criteria to meet the CAF's needs for the Small Arms Modernization project.

In addition, lessons learned by both DRDC personnel and the CAF during their deployment in Afghanistan revealed critical elements that informed the prototype weapon development process with respect to its design and functionality.

"The results of the first phase of the project have shown that DRDC expertise can be used to provide the Canadian Armed Forces with solid scientific data so they can make more informed decisions for their major acquisition projects," said Dr. Guy Vézina, the Director General for S&T Army, DRDC.

The new weapon prototype is a promising development for the soldier of the future. The integration of electronic components will allow soldiers to generate or receive data from the command and control network. In the next phase of development, automated target detection and assisted target engagement will be the subject of an in-depth study in the Future Small Arms Research (FSAR) project.

Finally, the development of the integrated weapon prototype and the continuing analysis of promising technologies should facilitate the acquisition of the next generation of small arms by the CAF. The data collected and the analyses documented so far by DRDC scientists will be used in conjunction with the data and analyses that will be generated in the FSAR project to develop the technical criteria that will form part of the statement of operational requirement documentation for the CAF Small Arms Modernization project.

MANDATORY USE OF Leave Self-Service

In August 2010, the government announced the Pay Consolidation Project, which will see pay services for civilian employees from departments and agencies transferred to the Public Service Pay Centre (PSPC) in Miramichi, New Brunswick. Since October 2013, there has been a gradual transfer of DND civilian pay accounts to PSPC. This will continue until the final transfers occur in December 2015.

Over the past few years, DND has gradually introduced the Leave Self-Service project and unions have been consulted throughout the process. Effective February 13, in an effort to support the transfer of all civilian leave information and pay accounts, it is mandatory that all DND civilians who have access to the Defence Wide Area Network (DWAN) use the Leave Self-Service (LSS) tool when submitting paid leave requests. Only employees who do not have access to the DWAN will continue to submit all leave requests using the paper process and leave forms. Users may log into the system using their DWAN user ID and password.

Although paid leave requests must be entered and approved through Leave Self-Service, all requests for leave without pay (LWOP) must continue to be submitted using form GC-178, that can be found in the Defence Forms Catalogue.

If you have further questions regarding this process please direct them to your manager. For more information, please visit the Requesting Leave page: hrciv-rhciv.mil.ca/en/e-compensation-leave-requesting-leave.page.

PhoTO: Cpl Brent MacRae

CAF SWIMMERS BRING HOME NINE MEDALS FROM RECENT CISM COMPETITION

LS Marlee Palmer, a naval reservist from HMCS Nonsuch, Edmonton, competes in the 100 m breaststroke at the CISM Swimming and Paraswimming Championship, held in Fontainebleau, France.

Canadian military swimmers reached a milestone last month, medalling for the first time in individual categories at a Conseil International du Sport Militaire (CISM) swimming competition.

The Canadian Armed Forces (CAF) team, consisting of eight athletes and four staff members from across the country, garnered nine medals, plus a number of fourth and fifth places and personal bests.

Held recently in Fontainebleau, France, the CISM Swimming and Para-swimming Open saw both able-bodied and para athletes from 11 countries compete together for first time at a CISM swim event.

CAF results were:

- Men's 50m breaststroke: Silver, Master Seaman Doug Young, CFB Halifax (personal best)
- Men's 100m breaststroke: Silver, MS Young
- Men's 100m medley: Silver, MS Young
- Men's 100m medley: Bronze, Sergeant Marc Prud'homme, 21 Electronic Warfare Regiment Kingston, Royal Canadian Regiment
- Men's 50m backstroke: Bronze, Sgt Prud'homme
- Men's 4x100 freestyle relay: Bronze, MS Young; Sgt Prud'homme; Sub-Lieutenant Nicholas Lightbody, Canadian Forces Naval Engineering School Halifax; Captain Dugald Thomson, Trinity Halifax
- Women's 200m breaststroke: Bronze, Leading Seaman Marlee Palmer, HMCS *Nonsuch*, Edmonton
- Women's 200m freestyle: Bronze, Capt Jacinda Smith, 407 Squadron Comox
- Women's 4x200m freestyle relay: Bronze, LS Palmer, Capt Serena Palmer, Wing Operations Greenwood; SLt Emily Wood, HMCS *Calgary*, Esquimalt; and Capt Smith
- Women's 4x100m freestyle relay: Bronze, LS Palmer, Capt Palmer, SLt Wood and Capt Smith

Founded in 1948, CISM is one of the largest multidisciplinary organizations in the world and organizes sporting events for the armed forces of 133 member countries. The current CISM program includes 26 sports on the world level, and several others on the continental or regional levels.

EXERCISE MAPLE RESOLVE / EXERCICE MAPLE RESOLVE

FIRST READY, THEN STRONG AND PROUD...

Late April, a surge of more than 5,000 soldiers will be arriving at 3rd Canadian Division Support Base at Wainwright Garrison in order to participate in the largest and most complex Exercise MAPLE RESOLVE to date.

Hosted by the Canadian Manoeuvre Training Centre (CMTC) from late April to mid-May, Ex MAPLE RESOLVE 1501 (Ex MR 1501) will provide the perfect venue for the soldiers of 5 Canadian Mechanized Brigade Group (5 CMBG) to conduct high readiness validation training.

"Exercise MAPLE RESOLVE 1501 is the Canadian Armed Forces premier land forces high readiness training event," said Major-General Jean-Marc Lanthier, commander Canadian Army Doctrine and Training Centre. "It brings together over 5,000 soldiers, sailors, and airmen/airwomen from across Canada, the United States and the United Kingdom, providing them a challenging, fully immersive training experience, focused on conducting full spectrum operations in order to prepare them for future missions."

IMMERSIVE TRAINING ENVIRONMENT

CMTC will replicate a Contemporary Operating Environment, within which the Training Audience (TA) will live and operate while on a simulated deployment. Extensive planning and resources have been dedicated to creating an immersive training environment that will enable the TA to respond to a variety of tactical challenges.

Massive in scale and complexity, Ex MR 1501 will see joint training with the Royal Canadian Air Force and the Royal Canadian Navy, as well as combined training with personnel from allied countries such as the United States, the United Kingdom and Brazil.

FULL SPECTRUM OF MODERN OPERATIONS

Using contemporary operating environment forces, observer controller trainers and weapons effects simulation, CMTC is capable of conducting the full spectrum of modern operations in order to present realistic combat, human and information elements.

"Canadian Armed Forces soldiers, sailors and aircrew deserve the best possible training for the varied tasks they are asked to perform," says Colonel Martin Frank, commander CMTC. "Using the latest live-simulation technology available, Ex MAPLE RESOLVE provides a venue for the Canadian Armed Forces to come together in a single land-based collective training event so they can gain real-world experiences as they undergo the most realistic training possible."

Located in Wainwright, Alberta, CMTC facilitates the design and execution of immersive collective training opportunities for the Canadian Army and the CAF. This training provides a realistic and challenging full-spectrum, contemporary operating environment, which enables learning and confirmation for designated high readiness forces.

5 000

There will be more than 5,000 military members involved in Ex MR1501, including members from:

- Canadian Army, Royal Canadian Air Force, Royal Canadian Navy and solders from the UK, US and Brazil.

The local civilian population of the town of Wainwright is about 5,000 people.

Plus de 5 000 militaires participeront à l'Ex MR 1501, dont :

- des membres de l'Armée canadienne, de l'Aviation royale canadienne, de la Marine royale canadienne; des soldats du Royaume-Uni, des États-Unis et du Brésil.

La ville de Wainwright compte environ 5 000 habitants civils.

1800

Approximately 1,800 vehicles are being moved to the Wainwright training area in support of this exercise – the bulk coming from 5 CMBG via train.

Environ 1 800 véhicules seront déplacés dans la zone d'entraînement de Wainwright à l'appui de l'exercice. La plupart arriveront par train et sont fournis par le 5 GBMC.

10

Over 10 months of planning and coordination have gone into the exercise.

Pour planifier et coordonner l'exercice, il aura fallu plus de 10 mois de planification.

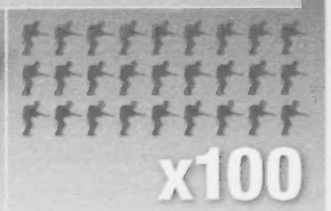
WEAPON EFFECT SIMULATOR FACTS
SIMULATEUR D'EFFETS D'ARMES

- Weapon effect simulator uses the weapons systems carried by soldiers, as well as those used by vehicles – only lasers are attached to the barrels and blank ammunition is used in order to maintain a sense of realism.
- Weapon effect simulator is the most advanced real-time simulation technology available to our soldiers.
- All weapon effect simulator-enabled vehicles and soldiers are tracked and recorded, with a view to using the data to improve performance via after-action reviews.

- Le simulateur d'effets d'armes utilise les systèmes d'armes utilisés par les soldats, ainsi que les systèmes d'armes utilisés par les véhicules – mais des lasers sont fixés sur le canon et on utilise des munitions à blanc pour garder un certain réalisme.
- Le simulateur d'effets d'armes représente la technologie de simulation directe la plus poussée disponible pour nos soldats.
- Les données de tous les dispositifs de simulateur d'effets d'armes sont suivies et sauvegardées, afin qu'on puisse utiliser ces informations pour améliorer le rendement lors des analyses après action.

Approximately 500 vehicles will be outfitted with the weapon effect simulator gear.

Près de 500 véhicules seront équipés de dispositifs du simulateur d'effets d'armes.



Approximately 2,700 soldiers will be wearing weapon effect simulator units.

Environ 2 700 soldats porteront des dispositifs de simulateur d'effet d'armes.

AVANT D'ÊTRE FORTS ET FIERS, IL FAUT D'ABORD ÊTRE PRÊTS...

À la fin du mois d'avril, une vague de plus de 5 000 soldats déferlera sur la garnison Wainwright de la 3e Division du Canada pour participer à l'exercice MAPLE RESOLVE le plus important et le plus complexe à avoir lieu jusqu'à présent.

Tenu par le Centre canadien d'entraînement aux manoeuvres (CCEM) de la fin avril à la mi-mai, l'Ex MAPLE RESOLVE 1501 (Ex MR 1501) sera l'occasion idéale pour permettre aux soldats du 5e Groupe-brigade mécanisé du Canada (5 GBMC) de valider l'instruction menant au niveau de préparation élevé.

« L'exercice MAPLE RESOLVE 1501 est l'activité d'entraînement au niveau de préparation élevé par excellence des forces terrestres des Forces armées canadiennes », affirme le major-général Jean-Marc Lanthier, commandant du Centre de la doctrine et de l'instruction de l'Armée canadienne. « Il réunit plus de 5 000 soldats, marins et membres d'équipages aériens du Canada, des États-Unis et du Royaume-Uni et leur fournit une expérience stimulante d'immersion complète, ciblée sur la tenue du spectre complet des opérations, afin de les préparer aux missions futures. »

MILIEU D'ENTRAÎNEMENT IMMERSIF

Le CCEM recrée un environnement opérationnel contemporain dans lequel les participants œuvreront dans le cadre d'une mission de déploiement simulé. D'importants efforts de planification et beaucoup de ressources ont été consacrés à la création d'un milieu d'entraînement immersif qui permettra aux participants d'intervenir dans le cadre de divers défis sur le plan tactique.

D'une ampleur et d'une complexité imposantes, l'Ex MR 1501 incorporera des modules d'entraînement interarmées avec des membres de l'Aviation royale canadienne et la Marine royale canadienne, ainsi qu'en compagnie de personnel de pays alliés comme les États-Unis, le Royaume-Uni et le Brésil.

SPECTRE COMPLET DES OPÉRATIONS MODERNES

En utilisant des forces de l'environnement opérationnel contemporain, des instructeurs observateurs-contrôleurs et la technologie de simulation d'effet des armes, le CCEM est en mesure de mener le spectre complet des opérations modernes afin de présenter des éléments de combat, des éléments humains et des éléments d'information réalistes.

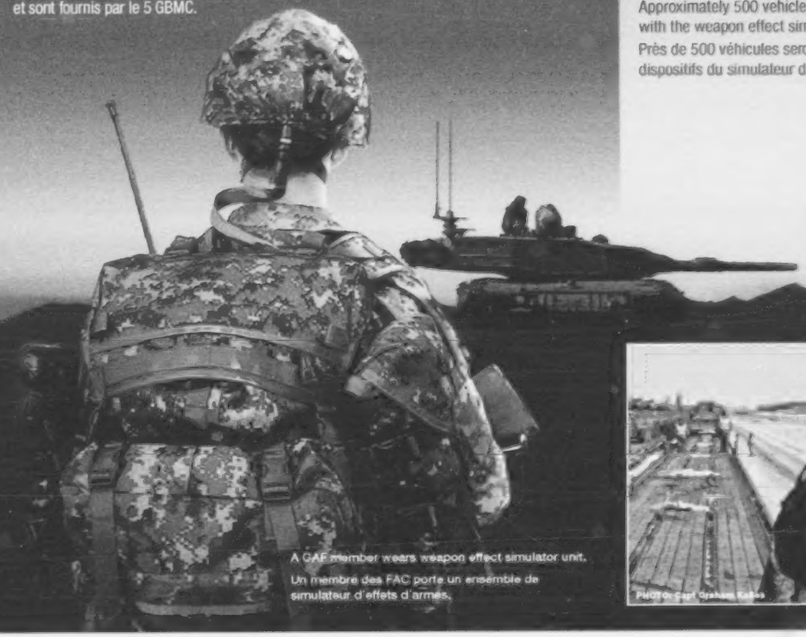
« Les soldats, marins et membres d'équipages aériens des Forces armées canadiennes méritent le meilleur entraînement qui soit pour les tâches diverses qu'on leur demande d'accomplir », déclare le colonel Martin Frank, commandant du CCEM. « Grâce à la technologie de simulation en direct de pointe, l'Ex MAPLE RESOLVE est un moyen pour les Forces armées canadiennes de prendre part à un seul exercice d'entraînement collectif afin d'acquérir de l'expérience concrète en participant à un entraînement le plus réaliste possible. »

Situé à Wainwright, en Alberta, le CCEM facilite la conception et l'exécution d'occasions d'entraînement collectif pour l'Armée canadienne et les FAC. L'entraînement procure un environnement d'opérations contemporaines dans l'ensemble du spectre à la fois réaliste et stimulant, qui permet l'apprentissage et la confirmation de l'état de préparation élevé.

PHOTO: Cpl Trac-dee McCarthy

Soldiers from 5 GBMC prepare for Ex MAPLE RESOLVE 1501 being held in Wainwright, Alberta from April 27 to May 18.

Des militaires du 5 GBMC se préparent pour l'Ex MAPLE RESOLVE 1501 qui aura lieu du 27 avril au 18 mai, à la Garnison Wainwright en Alberta.



A CAF member wears weapon effect simulator unit.

Un membre des FAC porte un ensemble de simulateur d'effets d'armes.

PHOTO: Capt Graham Kates

Soldiers from 5 CMBG work steady unchaining and unloading military vehicles from the train at Wainwright Garrison, railway ramp.

Des militaires du 5 GBMC travaillent de manière continue pour déchaîner et décharger des véhicules militaires du train à la garnison de Wainwright, depuis la rampe ferroviaire.

PHOTO: Cpl Trac-dee McCarthy

Members of Canadian Manoeuvre Training Centre install weapons effects simulation gear on military vehicles.

Des membres du Centre canadien d'entraînement aux manœuvres installent du matériel de simulation des effets des armes sur des véhicules militaires.